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ATLANTIC FLEET TACTICAL COMMAND READINESS PROGRAM.(U)
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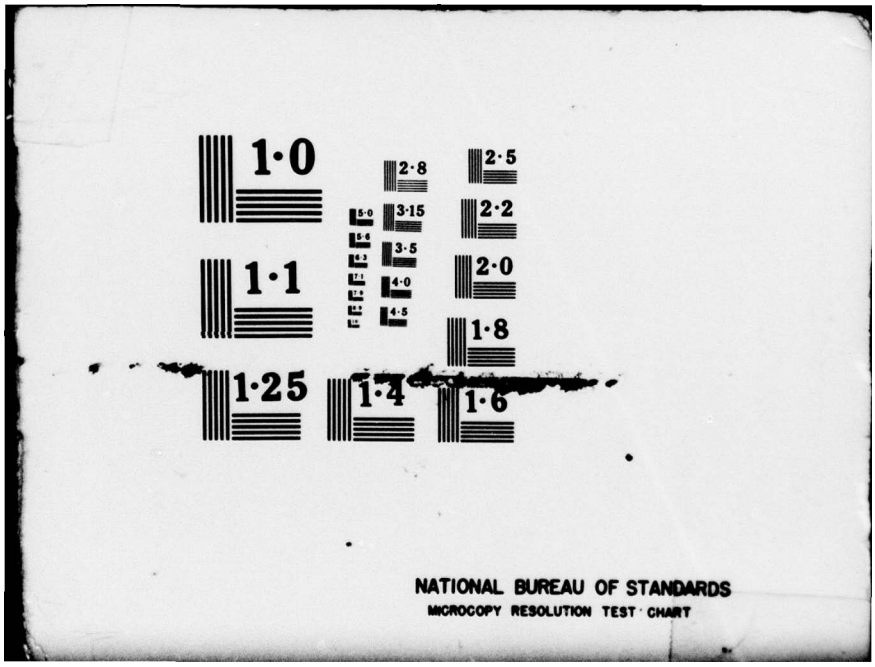
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ATLANTIC FLEET TACTICAL COMMAND READINESS PROGRAM

KFR 185-78

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This report describes development, administration and evaluation support provided to Commander-in-Chief Atlantic Fleet for the Tactical Command Readiness Program (TCRP). The program objective is to upgrade the knowledge and skills of senior officers in combat planning and decision-making at the battle and engagement level. A combination of seminar games, programmed instruction, simulator problems and interactive war games are employed in the program to achieve that purpose.

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INTRODUCTION

From May 1977 through May 1978, Ketron, Inc. has continued to provide technical support and assistance to the staff of the Commander-in-Chief Atlantic Fleet (CINCLANTFLT) in the development, conduct and evaluation of the on-going Tactical Command Readiness Program (TCRP). A previous report (Ketron KFR 122-77 of 10 June 1977) described the initiation and implementation of the TCRP up to May 1977. This report describes the program activities and Ketron's contribution to those activities through May 1978. Attachment (1) is a bibliography of documents developed and provided by Ketron.

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BACKGROUND

Program Initiation

The Atlantic Fleet Tactical Command Readiness Program (LANTFLT TCRP) was designed during the period April - July 1975, and implemented in July 1975 in response to a strong personal desire on the part of Admiral Isaac C. Kidd, then prospective CINCLANT/CINCLANTFLT, to improve the readiness for tactical command of those officers in the Atlantic Fleet who were likely to be in command of major force elements in complex operational situations. The need for such improvement was considered to stem from the steady erosion of fleet operating time -- and hence meaningful opportunities to gain command experience -- and from the increasing encroachment of administrative and other non-operational concerns on the time of senior naval officers. The limitations in available resources, development lead-time and, perhaps most important, the time of the participants dictated a program that would make maximum use of available instruction techniques and facilities, and that would require only limited diversion of the time of senior naval officers. Ketron, Inc. was selected to design and implement the program because of the Company's extensive involvement in such closely related operational efforts as tactical development and evaluation, and effective ties with the Navy activities that would have to participate in and support the program.

Program Description

The LANTFLT TCRP is a readiness improvement program involving seminar gaming, programmed instruction, simulator problems and interactive wargaming, and aimed at a population

of 35 Flag/General officers in the Atlantic Fleet and 115 0-6's in major operational command positions. Certain elements of the program are so designed as to facilitate the exploration of novel operational situations of concern to CINCLANTFLT, and the familiarization of senior officers with the politico-military considerations applying in such situations. The program consists of 4-5 cycles a year, with all of the events within a cycle interrelated by a common scenario, and providing at least limited participation for all 150 officers and deeper involvement for smaller numbers, as dictated by facility constraints. Successive cycles use different scenarios, but all scenarios are designed to reflect current LANTFLT contingency concerns and to develop operational themes found to be significant in previous cycles. The use of direct variant scenarios to focus on such significant operational themes has been commonly required.

The Tactical Command Readiness Program is designed to upgrade command readiness at 3 levels:

- Force resource employment decision-making, comprising the type and level of planning and force management that might be exercised by Fleet or Joint Task Force, Naval Task Force and Task Group Commanders at the campaign, sub-campaign and, to a lesser degree, even the battle level.
- Real-time action selection, comprising the type and level of decision-making exercised by the Office in Tactical Command (OTC) and other tactical commanders at the battle and engagement level.
- Static professional information, ready control of which must underlie good performance at the other two levels.

A typical Tactical Command Readiness Program cycle begins with a Seminar Planning Game for a few (6-10) senior officers, which is used to explore the ramifications of the contingency situation specified by the Fleet Commander-in-Chief, to develop scenario details, and to validate a force employment concept to be used in subsequent steps of the cycle. This is followed by the mailing of a programmed instruction instrument, called an Instructional Tactical Action Situation (TACSIT), to all 150 program participants for individual, self-paced study. The TACSIT generally deals with the relatively static professional information that is important to effective action selection at the battle level, but has also been used to address the knowledge base necessary for the broader aspects of force employment.

The next step is the administration of a related test TACSIT and a dynamic simulator battle problem to roughly 20 percent of the program participants, who visit the Fleet Combat Systems Training Center in pairs. The simulator used is the TACDEW system at FCSTC, and the individual platform modules are manned by operational crews at the Center for routine training. The Tactical Command Readiness Program participants function as Task Force/ Group Commanders over those simulated units. Finally, about half of those officers participate in a very large scale interactive war game at the Center for War Gaming of the Naval War College. That game normally lasts for 3-4 days, now includes full joint service participation, and can be played either in a one-sided (opposition on the game floor) or two-sided mode.

The program has included constant evolutionary improvement of the techniques employed. New or variant scenarios have been introduced with each cycle and have involved naval and, increasingly as the program has evolved, joint force operations in the Azores, Iceland, Norwegian Sea and West Africa under various politico-military conditions. The program has enjoyed an increasingly enthusiastic reception among senior officers in the Fleet, due largely to the continuity of its content, its operational realism, and the uniformly high quality of the instructional and gaming materials. Significant side benefits are being realized in the form of improved operational planning based on insights gained from the Tactical Command Readiness Program; (for example, the majority of CINCLANTFLT's logistic contingency plans have been revised, and it is believed that major actual and potential savings have resulted.) Also senior officers going through the Program are increasingly using the instructional materials to upgrade the combat readiness of their own staffs and subordinate commanders.

SUMMARY OF ACTIVITY

This section describes the continuing activities of the TCRP during the period May 1977-May 1978 and the Ketron activities provided to the Navy to support such activities.

Four complete cycles of activities took place during this period. They involved the following scenarios:

		Cycle Dates
(1)	West Africa	May-Sep 1977
(2)	Azores	Jun-Nov 1977
(3)	Atlantic Sea Lines of Communications (SLOC)	Nov 77-Feb 78
(4)	Norwegian Sea	Jan-May 1978

Each of these cycles consisted of a Seminar Planning Game, Instructional TACSIT, Test TACSIT, TACDEWEX and Interactive War Game. For each cycle Ketron has provided:

- Development of operational scenarios for TCRP cycles, based on CINCLANTFLT guidance.
- Development of Instructional and Test TACSITs, pre-game TACDEW problems, war games, and planning games consistent with those operational scenarios.
- Assistance in the administration of all elements of the TCRP, including the preparation of analytical damage assessments, critiques and performance evaluations, as required.
- Documentation of all TCRP elements, and narrative reports of the conduct of all interactive elements -- TACDEW problems, war games, and planning games.

- Refinement both of the basic TCRP elements, and of the relatively new exploratory elements that have proven effective to ensure that the techniques employed in the TCRP are equal to the Fleet Commander's substantive requirements.

In addition to documentary work to prepare for, conduct and evaluate activities in the TCRP, the following special briefings on the program have been given by Ketron:

VADM W. L. Read, prospective COMNAVSURFLANT, April 1977

VADM K. M. Carr, prospective COMSUBLANT, June 1977

VADM W. L. McDonald, prospective COMSECONDFLT, June 1977

RADM R. F. Murphy, Jr., ACOS (Logistics) CINCLANTFLT, June 1977

The Honorable Mitzi Wertheim, Principal Deputy Under Secretary of the Navy, May 1978

MGEN George Miller, Deputy Chief of Staff for Operations, Strategic Air Command, May 1978

MGEN E. C. Whitehead, Director, Concepts Analysis Agency, U. S. Army, May 1978

Mr. E. B. Vandiver, Scientific Advisor to the Deputy Chief of Staff for Operations, Headquarters, U. S. Army, May 1978.

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Report of CINCLANTFLT Tactical Exercise 09 (U), Secret/NF, 7-9 September 1977, (KR 00400-77)

*TCRP documents produced prior to this contract period are listed in Ketron Final Report 122-77 of 10 June 1977

Cycle 8 (June-November 1977)

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